



# Training Transformation To Support Procurement Transformation 2003



**Mr. Frank J. Anderson,  
Jr.**





# My Charter...

**"As President of Defense Acquisition University, you are in an ideal position to inform, educate, and challenge our core audience on the direction of DoD's professional, education, development and training; and how we, the contracting community, can access and exploit your services to our greatest benefit."**

Charlie E. Williams, Jr.  
Deputy Assistant Secretary  
(Contracting)  
Assistant Secretary  
(Acquisition)

**Inform, Educate, and Challenge**



# Transformation Planning Guidance

## 1) Entrepreneurial Approach

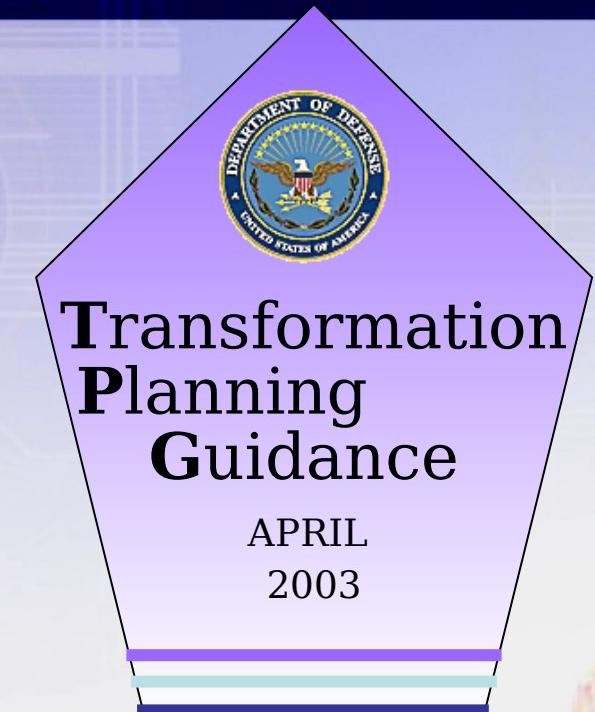
**"As we prepare for the future, we must think differently ... We must transform not only the capabilities at our disposal, but also the way we think, the way we train... We must promote an entrepreneurial approach to developing military capabilities, one that encourages people to be proactive, not reactive, and anticipates threats before they emerge."**

## 2) Bottom-Up Innovation

**"Senior leadership commitment to transformation will mobilize the rest of the Department and stimulate the bottom-up innovation required for successful transformation."**

## 3) Continual Transformation

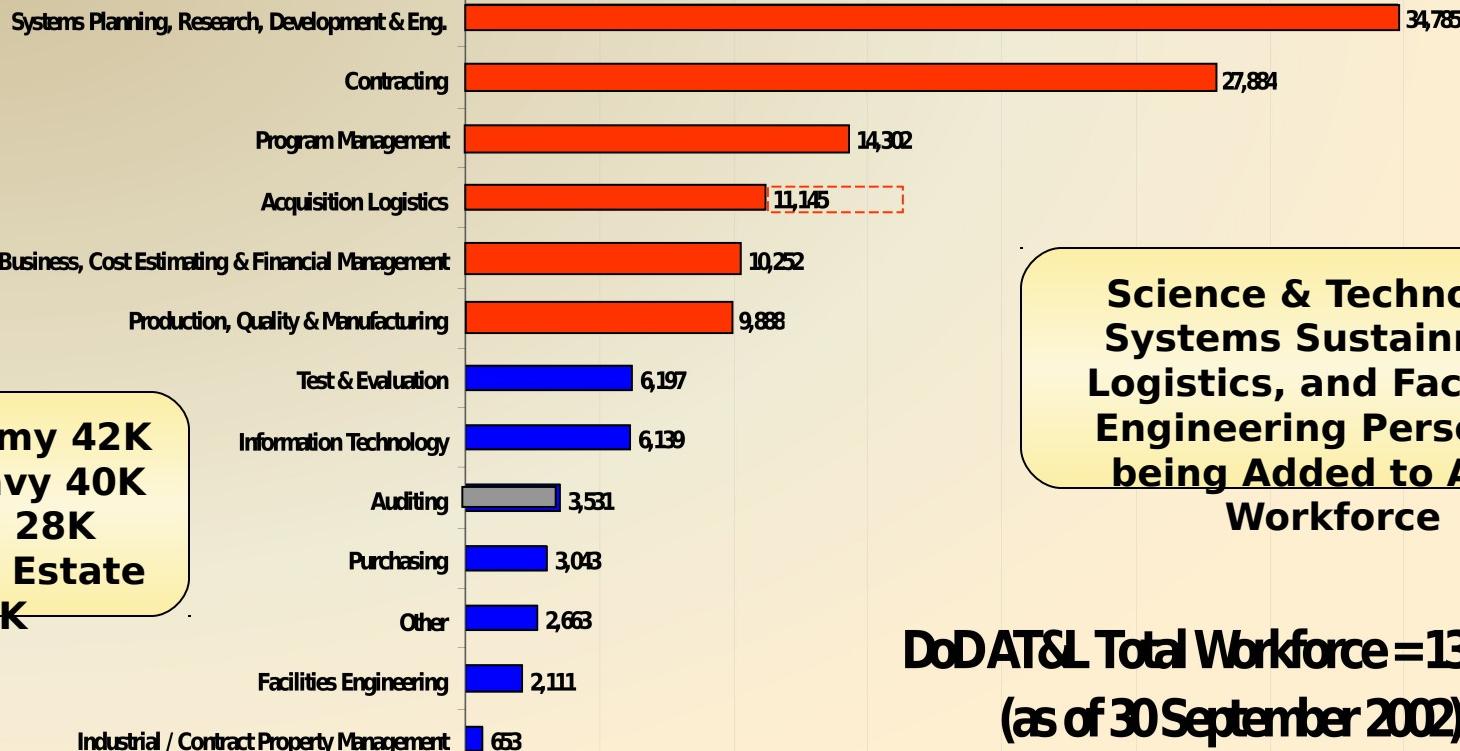
**"There will be no moment at which the Department is "transformed." Rather, we are**



**Donald H. Rumsfeld  
Secretary of Defense**



# Our Customers... Understanding Their Learning Environment



**Science & Technology,  
Systems Sustainment  
Logistics, and Facilities  
Engineering Personnel  
being Added to AT&L  
Workforce**

**DoD AT&L Total Workforce = 132,593  
(as of 30 September 2002)**

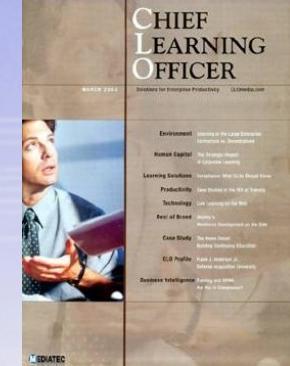
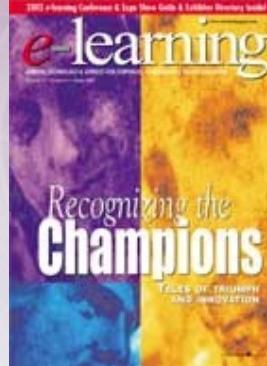
**Army 42K  
Navy 40K  
AF 28K  
4<sup>th</sup> Estate  
23K**

**Mission: Provide practitioner training and services to enable the Acquisition, Technology, and Logistics community to make smart business decisions and deliver timely and affordable capabilities to the warfighter**



# Where we are...Recognized Sector Leader

**BEST**



- ✓ On the cover of major magazines
- ✓ Member of Learning and Development Round Table 2003
- ✓ ASTD Best Award 2003
- ✓ USDLA Awards 2001 and 2002
- ✓ Brandon Hall Gold Award for PLM as a Best Practice - Excellence in e Learning 2003



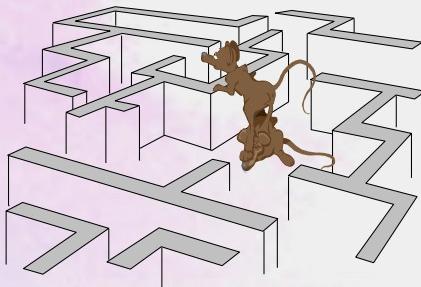
- ✓ Selected to represent DoD in President's Quality Awards in two categories
  - ✓ CUBIC Best Overall CU
  - ✓ CUBIC Best Virtual CU
  - ✓ CUBIC Most Innovative CU
  - ✓ CUBIC Leader of the Year 2002

“... this is a noteworthy success for the Department of Defense. It shows that our organizations can be competitive with the best from the private sector given aggressive leadership and a commitment to transformation”.

--AT&L, Memorandum to SecDef Rumsfeld, 24 November 2002



***Geography Doesn't Matter***



***Organizational Structure Doesn't Matter***



***Time of Day Doesn't Matter***

**Our Performance Environment has Changed!**

**The Capability Needed:  
Anytime, Anywhere,  
24/7 Learning  
Environment**

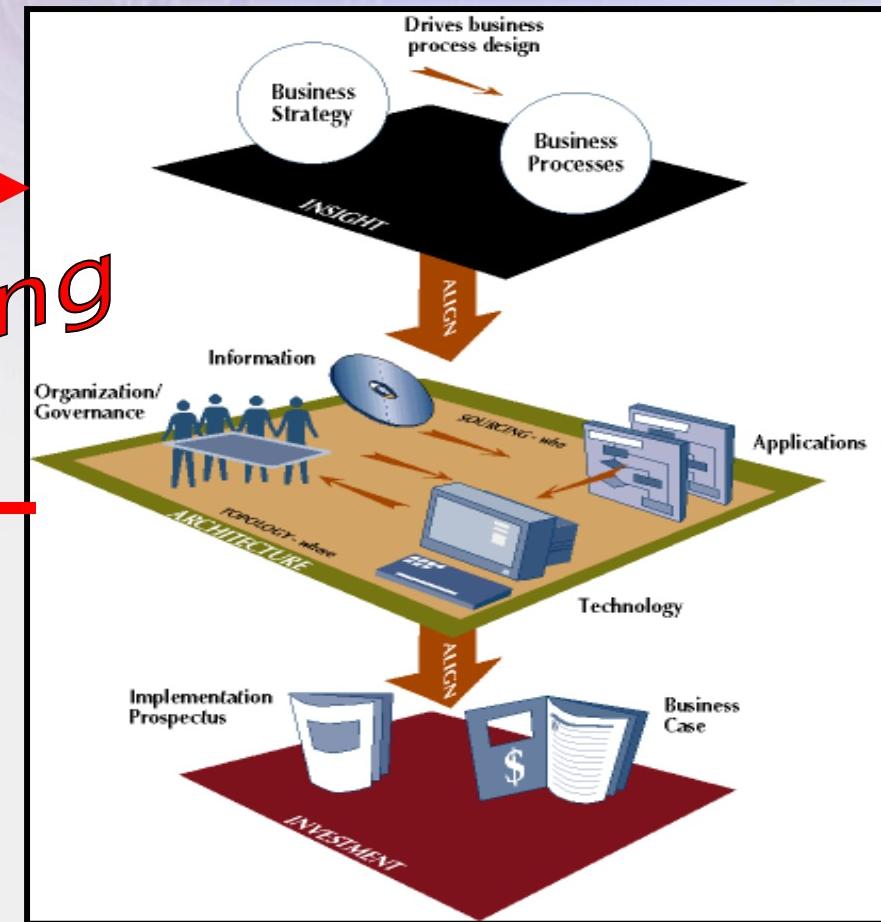


# Connecting DAU Investments to Your Needs

## DAU Overarching Learning Strategy      AF Procurement Architecture

- Curriculum modernization
- Continuous learning
- Performance support
- Evolving practices
- Knowledge sharing / Communities of Practice

Linking





# How Can DAU Best Support You?

## The DAU/AF Partnership Journey

**The “Commander’s Intent” of Procurement Transformation**

- S
- A
- P

**1.0 Professional Development & Education Project Plan**

**Strategic Sourcing: PSCM Charter**

We are committed to actively lead and support the Purchasing and Supply Chain Management (PSCM) and Dept of Defense transformation. Our leadership will be evident by:  
Active leadership and guidance  
Visible Support  
Investments that mirror the transformation strategy  
Personnel and incentives  
We are committed to fundamentally changing our business processes through these guiding principles:  
Enterprise-wide leverage of standard processes, technology, organization structure, skills  
Centralized Commodity-Focused Sourcing  
Collaborative relationships with Customers and Strategic Suppliers  
One Supply System that is responsive to customers  
Well-trained and educated workforce that is flexible, multi-skilled and sustains continuous improvement  
Transparent strategic planning processes  
Single Balanced Scorecard with alignment of responsibility, authority, and accountability  
Information technology that provides accurate, timely data

Air Force Contracting – Expeditionary-Agile-Innovative

21

### Partnering Initiatives

-A76

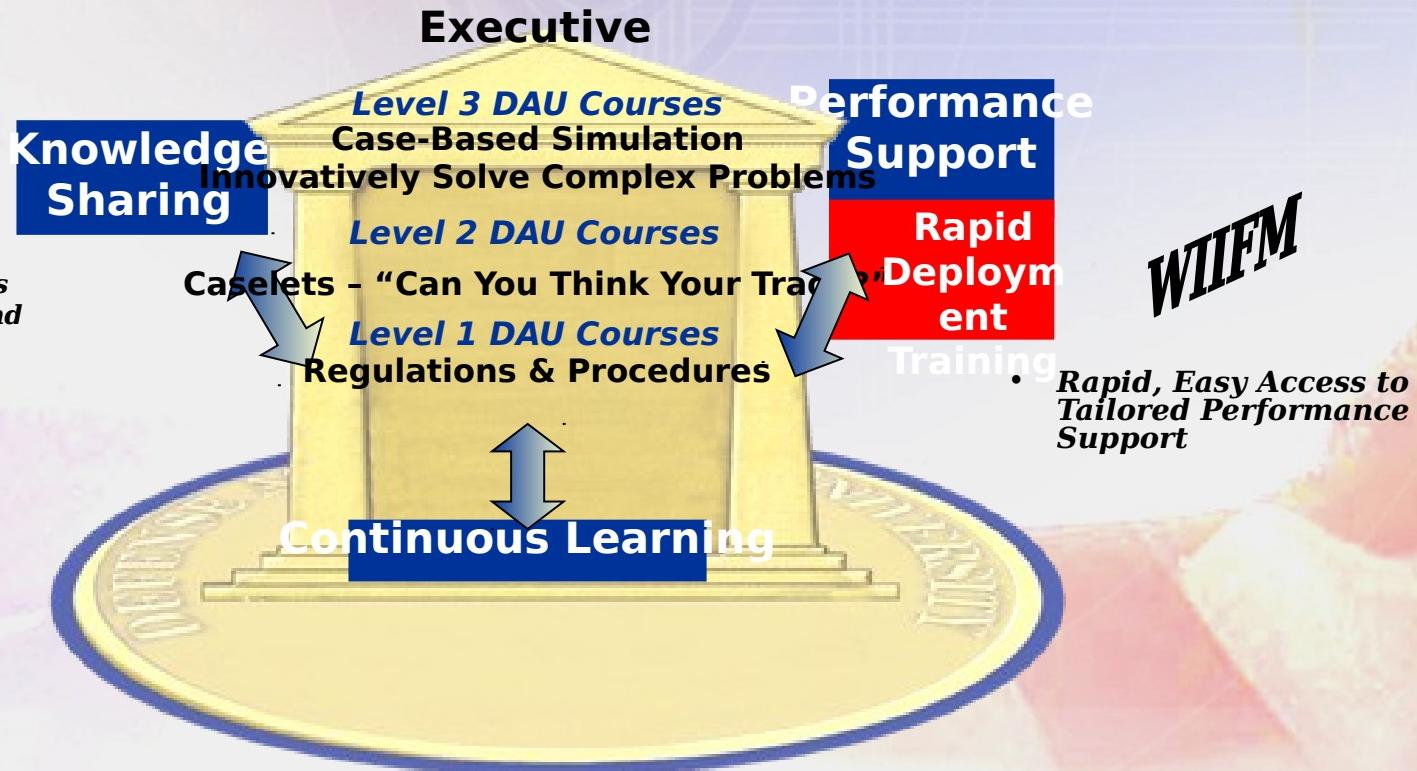
- Lackland Best Practices**
- Share your needs analysis**
- Joint Gap Analysis**
- Joint Training Development**
- Commodity Case Studies?**
- COP Development**



# At the Heart of the Training Transformation

## AT&L Performance Learning Model

**WIIFM** *Current, Relevant, Variety of  
Modernized Training Resources*



- *Rapid, Broad-Reach Access to Best/Better Practices and Lessons Learned through Knowledge Sharing & Communities of Practice*

- *Rapidly Created and Available JIT Continuous Learning Resources*



# When Riding a Dead Horse...

Dakota tribal wisdom says that *when you discover you are riding a dead horse, the best strategy is to get off.*

However, **we often try other strategies** with dead horses, including the following:

1. Buying a stronger whip.
2. Changing riders.
3. Appointing a committee to study the horse.
4. Arranging to visit other sites to see how they ride dead horses.
5. Creating a training session to increase our riding ability.

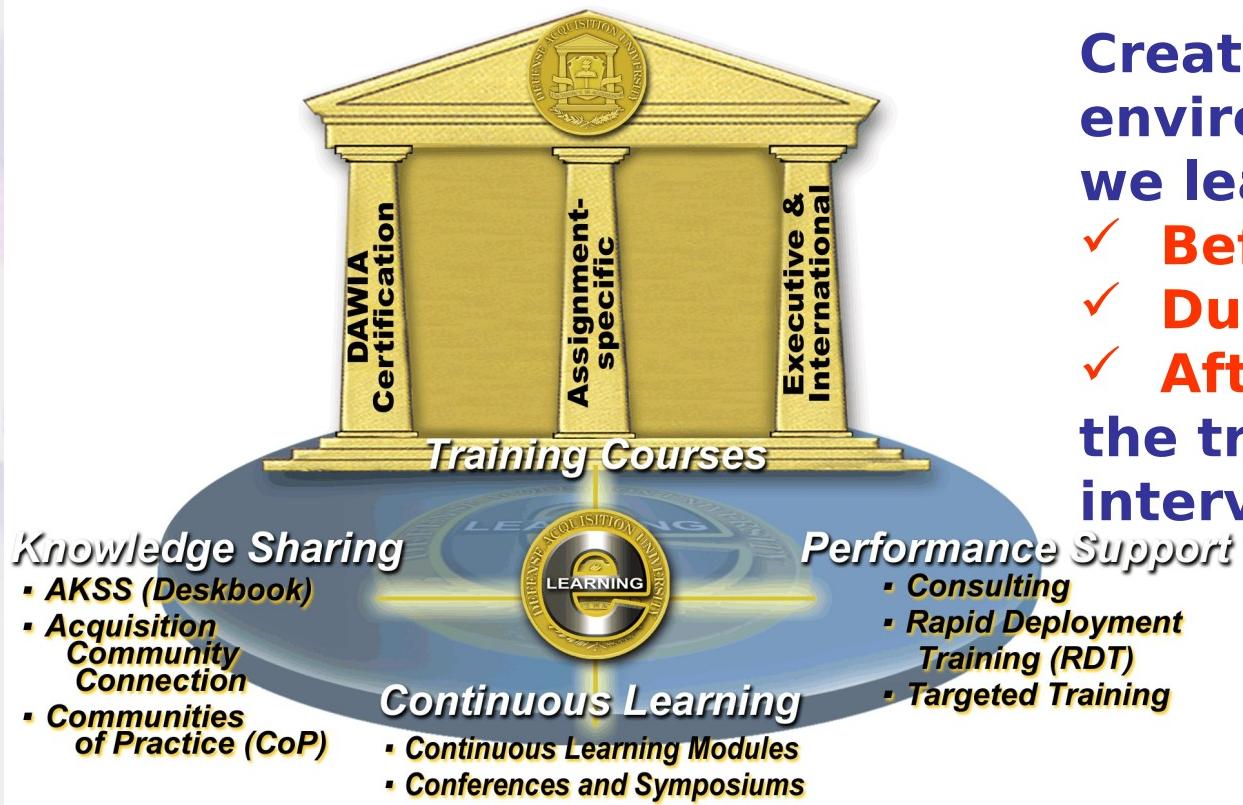




# A Learning Organization Is...

**Any organization “in which you cannot *not* learn because learning is so insinuated into the fabric of life”**

## AT&L Performance Learning Model



**Peter M. Senge, *The Fifth Discipline: The Art & Practice of The Learning Organization***

**Creating an environment where we learn**

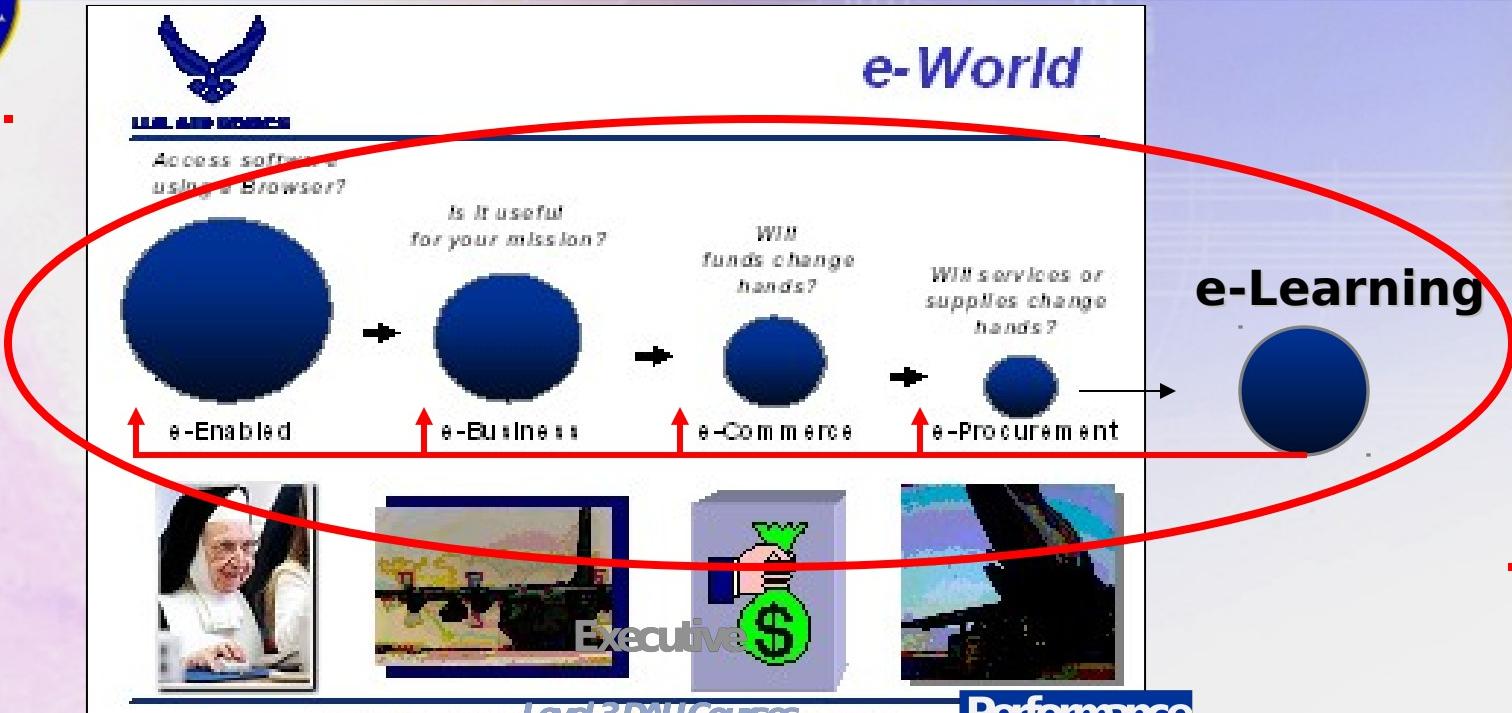
- ✓ **Before,**
- ✓ **During, and**
- ✓ **After**

**the training intervention...**





# Full Spectrum e-World



**Knowledge Sharing**

*Level 3 DAU Courses*  
Advanced Contracting - Commercialization  
Case-Based Simulation  
Innovatively Solve Complex Problems

**Performance Support**

*Level 2 DAU Courses*

Caselets - "Can You Think Your Trade?"

**Rapid Deployment Training**

**The PLM:**  
Large Data Sources  
Regulations & Procedures

## A New Learning Paradigm

### Support Your Vision for Procurement Transformation

**Continuous Learning**



# The PLM -- Enabling the Learning Organization by Moving Theory to Practice

(Example:  
Hanscom AFB  
Community)

## Knowledge Sharing:

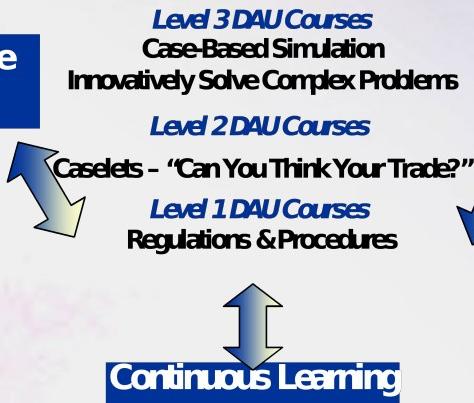
AT&L Knowledge Sharing system. Communities of Practice, including the ACC CoP. Mini-EWI. ESC University Structure (Elective Courses). Ops Experience Opportunities. Acquisition Learning Center

## Certification Courses:

Standard DAU Courses for APDP. Tailored DAU courses. Acquisition Boot Camp. ESC University Structure (Core Courses). Smart Start Course. Discovery Mapping Course. Red Flag Exercises. ALE/Integration Week Offerings.

## Executive

## Knowledge Sharing



## Performance Support:

Targeted Just-in-Time Seminars. Traditional Performance Support Teams. Just-In-Time Training. AFMC Ed & Training Working Group. Strategic Partnering. Rapid Deployment Training.

## Performance Support

## Rapid Deployment Training

## Learning Feedback Initiatives

Initiatives. Customer Surveys. Functional IPTs. Metrics. Customer Surveys. Course Feedbacks. Balanced Score Cards. ESC Training Policy Letters. Commander's Call. Enterprise Directives. Benchmarking.

The PLM provides the Learning Organization with more control over career-long learning solutions. Creates the organizational environment where you can not not learn...



# The DAU Performance Learning Model (PLM)

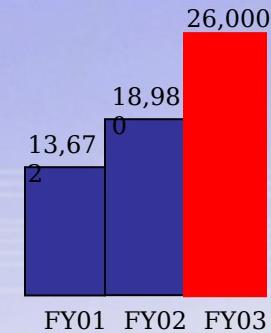
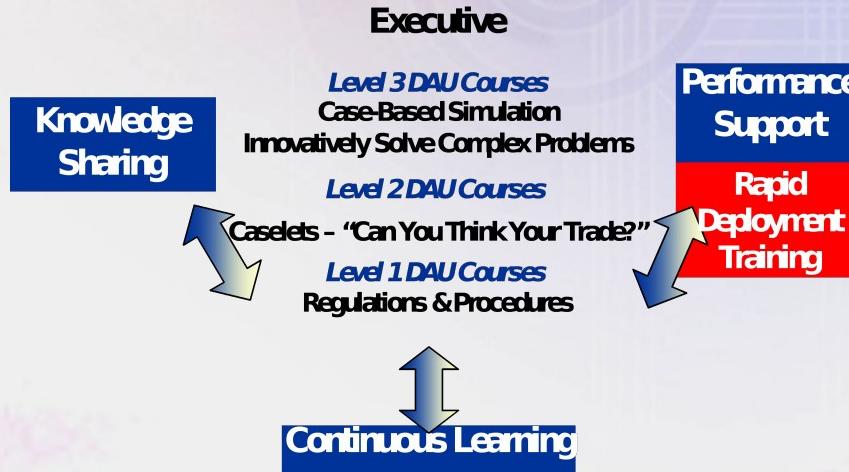
## -- Lifelong Learning Opportunities --

**Communities of Practice:** PM CoP with topic areas for Risk, contracting, Systems Engineering and Total Ownership Cost. Interactive discussion forums for topic every area.

### Training Highlights:

PMT-401, New PM Course Started Delivery 2003.

PMT-352, New Level III Cert Course Started Delivery 2002



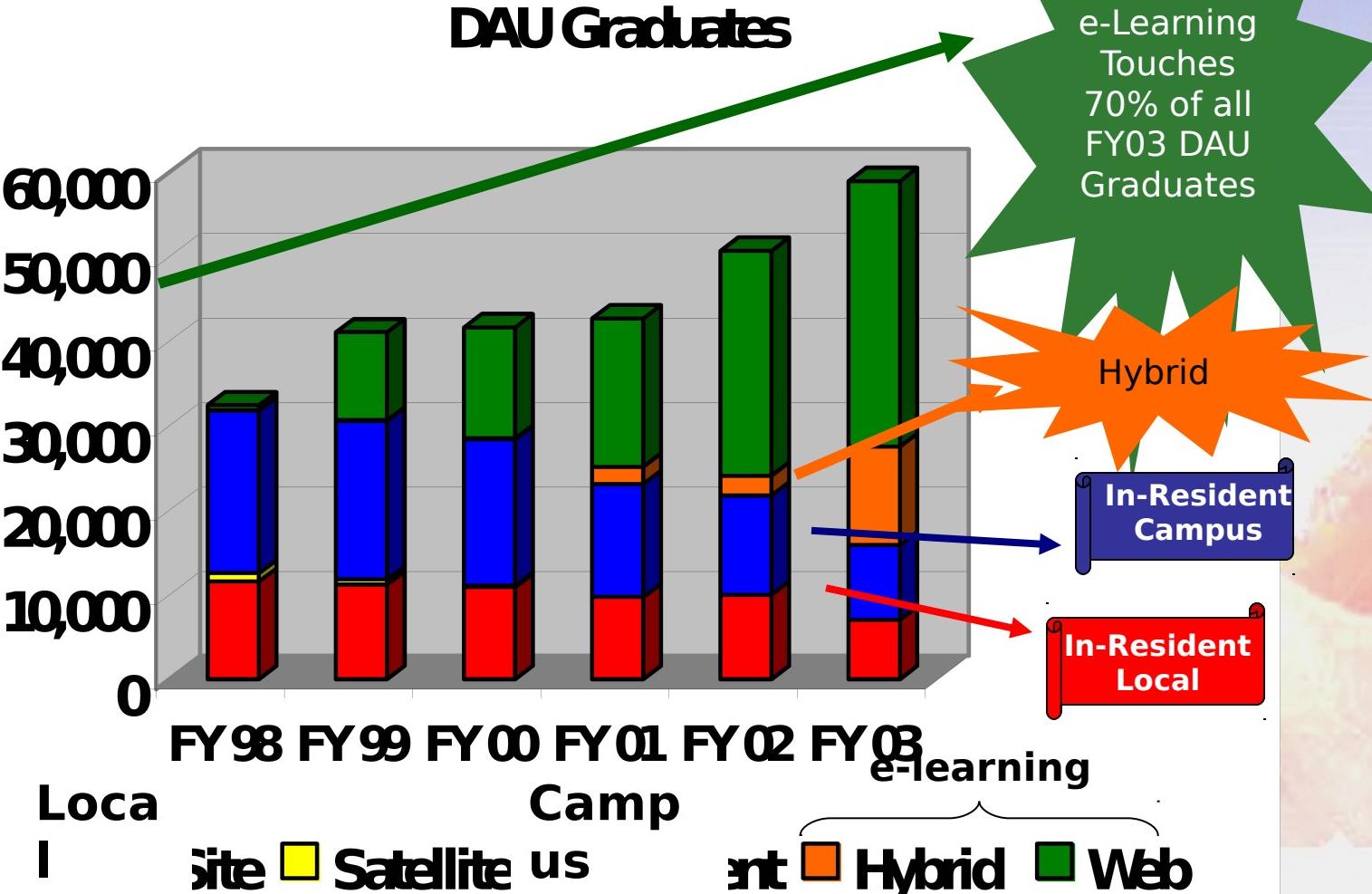
**PM Performance Support** to ASA(ALT), DASN C4I, Military Health System, OASD(NI2), Army SMDC, SPAWAR, and others

**Continuous learning:** PM related: COTS Acquisition, CAIV, DOD 5000, Fundamentals of IPTs, International Armaments Cooperation, Risk Management, Scheduling, and others.

The PLM provides you with more control over your lifelong learning solutions. We have transformed our concept of learning to extend beyond the course itself



# Thoughtfully Inserting Technology...



*Enabling a Powerful Learning Environment*



# DAU Seat Time (FY02 -04)

4 Million

New Cheese!

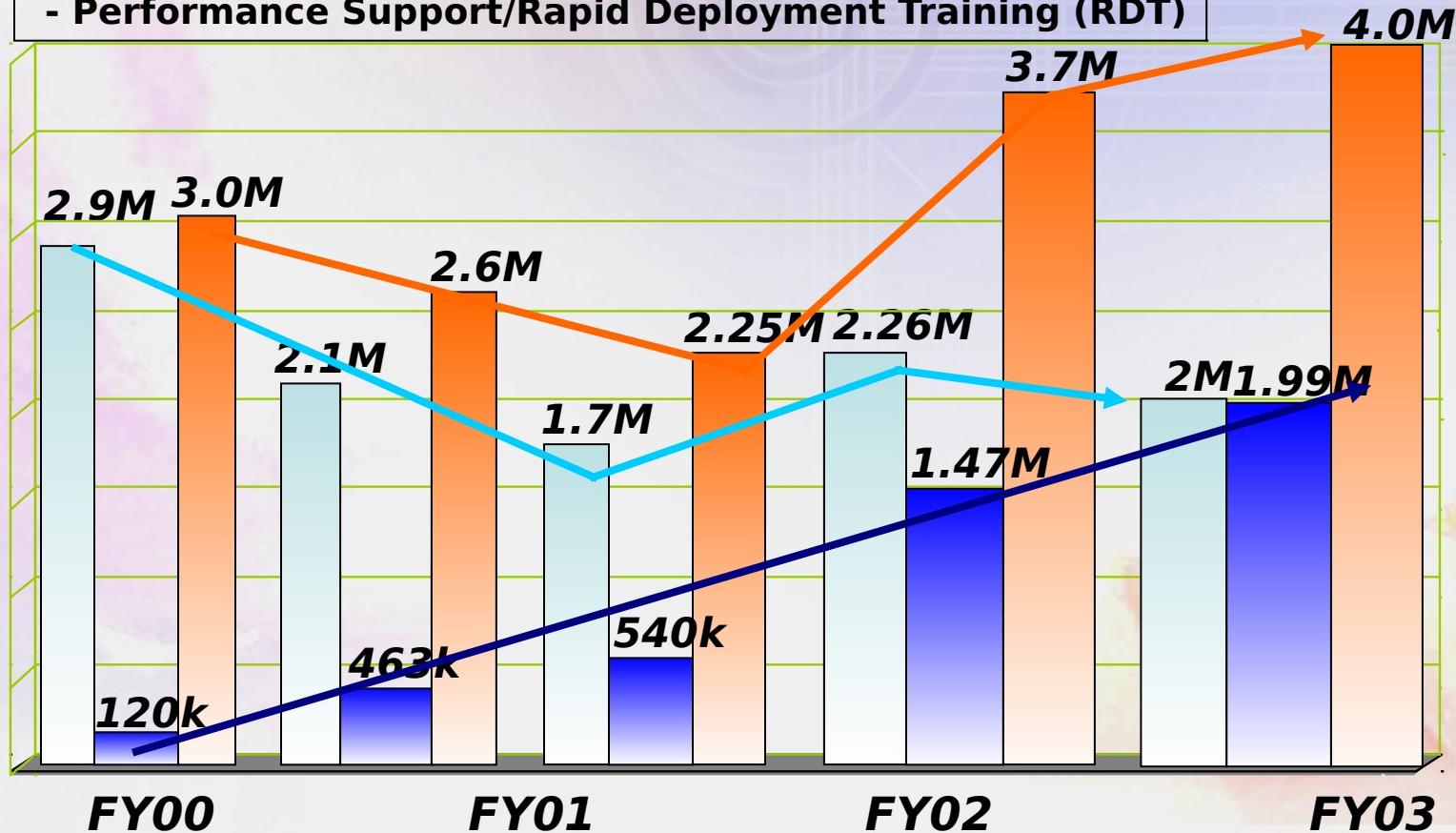
- Continuous Learning
- Communities of Practice
- Performance Support/Rapid Deployment Training (RDT)

3 Million

2 Million

1 Million  
Student  
Hours

0



Classroom

Online

Total

(Expected)



# DAU Performance Support 2003

- **Consulting - 135 Events (6380 Hrs)**
- **Facilitated Planning- 14 Events (630 Hrs)**
- **Targeted Training - 159 Events (6378 Hrs)**
- **RDT - 170 Events (450 Hrs)**
- **Web - based 5000 Resource Center**

## **Key 2003 Performance Support tasks:**

**Program Success Probability** - ASA(ALT). Developing metrics to predict probability of program success

**Program Start-up Workshop** - with Raytheon. Kick-off workshop for just awarded contracts that will facilitate mutual understanding and good working relationships.

**Deployable Joint Command and Control (DJC2)** - DASN/PMO. Support development of MS B decision package.

**Technology Transfer - Army Aviation Command**. Capture best practices across DoD for transitioning technology to acquisition programs.

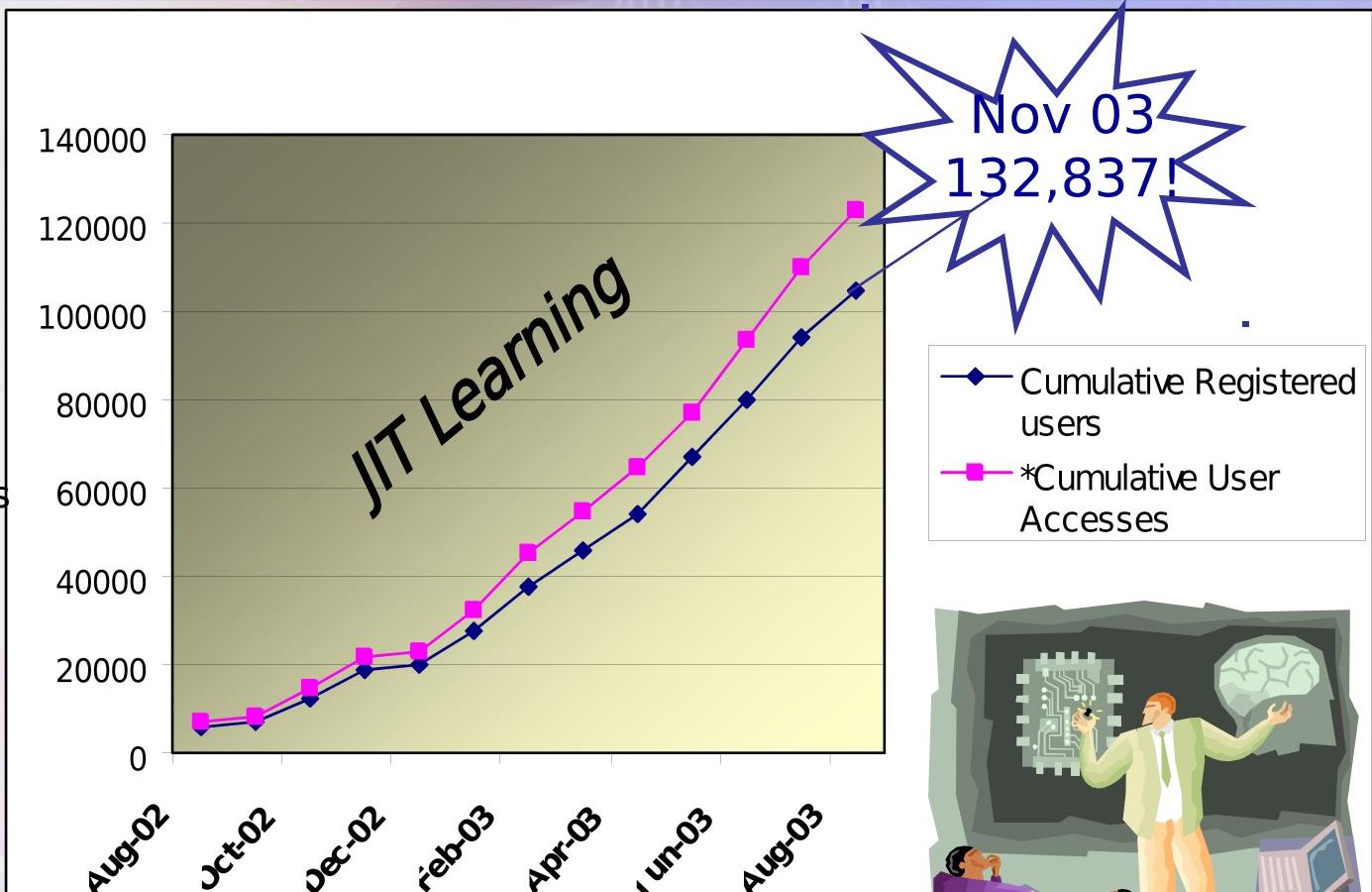
**Organizational Learning IPT - Various Systems Commands**. Long term relationship with service acquisition commands to identify needs and provide training.



Continuous Learning helps DoD AT&L community to:

- Stay current in career field
- Learn about new policies and initiatives
- Complete training needed on the job
- Comply with DoD Policy: 80 CL points every two years

**53 Modules**



### Tremendous growth Story:

**Jun 01 - 72 users registered - September 02 registered users grew to 5,830 ...15 months later - users exploded "off the chart" to 132,837!**



"Provides a single portal for easy access to continuous learning opportunities, performance support and information."





# New CON353... Feedback

**Thank you for a great course offering! This will meet customer needs.**

**Great class!**

**"Excellent! We have had many 'how to' courses...What a change..."**

**The learning environment and level was very stimulating. I felt I really improved my thinking and presentation skills."**

**"Outstanding course definitely at 300 level...Concept of CoP was great. Good to maintain the alumni board."**

**"...many of the discussion areas I hadn't taken the time to just think about."**

**"Outstanding course and the correct emphasis."**

**"We learned a lot about the Environment that affects our career field."**

**"The emphasis on critical thinking at this level of instruction was right on target."**

**I've grown as a member of the AT&L workforce. I've definitely matured.**

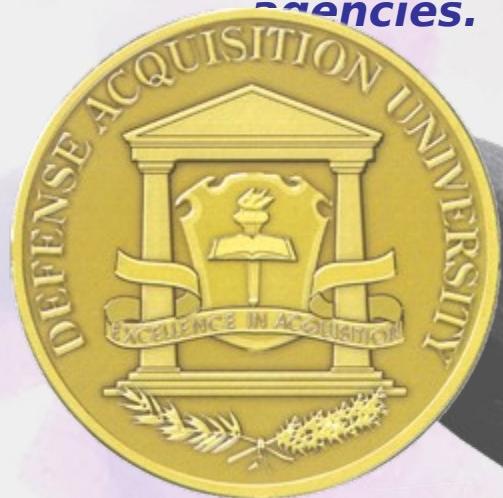
**"The course provided insight on how to get a team to look at a problem and evaluate it critically to come to a logical decision."**

**"Excellent! You (the instructors) act and behave the way you teach."**



# DAU Partnering for Expanded Opportunities... for Your Workforce

*Enhancing learner opportunities by establishing partnerships with institutions of higher learning, industry, professional associations, and other agencies.*



- Credit for DAU courses toward degrees
- Joint DAU-Industry curriculum development
- International Defense Educational Arrangement
- Training MOUs with Australia and Taiwan
- GAO training
- Federal Acquisition Institute Seminars





# We Are Committed to Delivering Wow

You get the  
same great  
experience...

...no matter what  
part of DAU you  
experience!





# DAU is Committed to Your Success

I'm Listening... and Strongly Desire to Partner and Support Your Success...

AF Contracting

We are committed to fundamentally changing our business processes through these guiding principles:...

- --Well trained and educated workforce that is flexible, multi-skilled and sustains continuous improvement”...

Executive

Level 3 DAU Courses

Case-Based Simulation

Innovatively Solve Complex Problems

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Caselets - “Can You Think Your Trade?”

Level 1 DAU Courses

Regulations & Procedures

Performance  
Support

Rapid  
Deployment  
Training

Knowledge  
Sharing



Continuous Learning



## Strategic Sourcing: PSCM Charter

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Our leadership will be evident by:

Active leadership and guidance

Visible Support

Investments that mirror the transformation strategy

Personal engagement

We are committed to fundamentally changing our business processes through these guiding principles:

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Centralized, Command-and-control sourcing

Collaborative relationships with Customers and Strategic Suppliers

One Supply System that is responsive to customer

Well-trained and educated workforce that is flexible, multi-skilled and sustains continuous improvement

“Learning by doing, learning by teaching, learning by sharing, learning by accountability

Single, balanced decision-making structure that is accountable

Information technologies that provide accuracy, timeliness, clarity



Air Force Contracting - Expeditionary-Agile-Innovative

The PLM: A New Learning Paradigm  
to Support Your Vision for Procurement Transformation